A Message from our President and CEO, Johnese Spisso

Each and every day at UCLA Health, I have the opportunity to witness the many ways in which our nurses exemplify compassionate, patient-centered care. Patients and families share their amazing stories of the difference nurses have made in their care and well-being. UCLA nurses are dedicated to excellence and contribute significantly to our many impressive achievements. Our Magnet designations, Leapfrog “A” patient safety ratings and US News and World Report honor roll recognition – and their impact on the patients and communities we serve – are a direct result of our nurses’ unwavering commitment to our patients and each other. UCLA Health’s compassionate, high-quality care is a collective reflection of the exemplary practice of nurses and their interprofessional colleagues. I want to thank and congratulate all of you for your invaluable contributions.

Johnese Spisso, MPA
President, UCLA Health
CEO, UCLA Hospital System
Associate Vice Chancellor, UCLA Health Sciences
UCLA nurses embody this vision every day whether it is when compassionately caring for our patients or pursuing lifelong learning to enhance their practice. We believe that high-quality nursing care is manifested in the relationships we create with our patients, our colleagues and ourselves. We hold our commitment to our community, our patients and to each other as paramount to our practice. We pride ourselves on exemplifying nursing excellence by living our mission to deliver leading-edge patient care through professional nursing practice, education and research.

It takes a blend of compassion and confidence in nursing practice and genuine engagement with our patients to provide safe, high-quality care and promote health and well-being. This commitment to our patients is palpable throughout our hospitals and clinics. Delivering highly technical, state-of-the-art care requires an affinity for compassionate, high-touch care and engagement with our patients and their families. UCLA Nursing's dedication to the delivery of consistently excellent patient-centered care and our courage to challenge best practice through compassionate care, kindness, research and discovery is contributing to the transformation of health care today.

This has been a very special year for UCLA Nursing as we strengthen our system by ensuring that we promote the voice of the patient in all places where care is provided. This commitment to patient-centered care has strengthened the authenticity of caring relationships and truly honors the needs and wishes of our patients. This annual report highlights the steps UCLA nurses take every day to promote health and well-being for our patients, communities and our colleagues who care for them.

I am ever humbled by the acts of kindness that I see each day as our nurses alleviate suffering and promote the health of our patients. It is a privilege to work with such an esteemed team of professionals.

This annual report is dedicated to each and every one of our nurses for the extraordinary things they do in the course of an ordinary day.
Ronald Reagan UCLA Medical Center

Ronald Reagan UCLA Medical Center (RRUCLA), along with UCLA Mattel Children’s Hospital, is an academic, 466-bed hospital situated on the campus of the University of California Los Angeles in Westwood. It is recognized as a Level 1 Trauma Center and a Level 4 Neonatal Intensive Care Unit. RRUCLA nurses provide safe, innovative and compassionate healthcare for Southern California residents as well as patients from around the world. Since 2005, RRUCLA nursing has been recognized with Magnet® designation for its commitment to excellence in professional nursing practices and quality patient care.

- 41 Emergency Department beds, 17 observation beds
- 23 operating rooms, 8 specialty intervention rooms, 6 catheterization labs, 3 medical procedure units
- 107 adult medicine beds, 156 adult surgical beds, 44 pediatric beds
- 108 adult ICU beds, 24 pediatric ICU beds, 22 neonatal ICU beds

Our nurses provided relationship-based care for:
- 48,786 Emergency Department encounters
- 22,627 adult in-patients
- 3,028 pediatric in-patients
- 641 transplant patients

Our hospital and nurses received awards and recognition:
- US News & World Report: No. 1 hospital in Southern California and No. 7 in the U.S.
- Healthgrades Awards:
  - Hospital: Distinguished Hospital Award for Clinical Excellence
  - Clinical: Critical Care Excellence Award™, Neurosciences Excellence Award™, Cranial Neurosurgery Excellence Award™, America’s 100 Best Hospitals for Stroke Care Award™, America’s 50 Best Hospitals for Cardiac Surgery Award™
- Nurses Improving Care for Healthsystem Elders (NICHE) for dedication to improving the quality of care for older adults
- Baby-Friendly Designation for protecting, promoting and supporting breastfeeding
- Beacon Gold: Pediatric Intensive Care Unit and Cardio-Thoracic Intensive Care Unit
- Best Hospitals to Work for in California
- Quality Star Designation: Endoscopy unit
- National Patient Safety Foundation DAISY Award for Extraordinary Nurses: MICU
- 100 Best Hospitals in California for Patient Experience
- Rising Star Award: Vizient recognition for year-over-year improvement
- “A” grade from the Leapfrog Group for patient safety
- Patient-centered care: Vizient recognition for quality and accountability
- The U.S. Department of Defense’s Patriot Award: 4ICU for support of military reservists

For the last eight months, I have had the privilege and honor of representing the Ronald Reagan UCLA Medical Center Nursing Staff as the Interim CNO. Working with such a professional and dedicated team of nurses has been inspiring. All of Ronald Reagan UCLA Medical Center nursing – from new graduates to those with thirty plus years of experience – are committed to achieving excellence. Evidence of exemplary clinical outcomes, commitment to the patient experience and professional innovation permeates all nursing units, interventional areas, operating room services and clinics in Westwood.

This year, our team achieved NICHE re-designation, showed consistent improvements in nurse communication scores, received the Press Ganey “Success Story Award” for the “Always Nurse” report and implemented new patient monitoring technology. Through individual nurse actions and collective team efforts, we have showed great achievements in patient-care outcomes and satisfaction. I am truly excited to see what the future holds.
UCLA Medical Center, Santa Monica

UCLA Medical Center, Santa Monica (SMUCLA) is a 265-bed, acute-care hospital dedicated to providing exceptional patient-centered care through a vast number of programs and services. The nursing staff is committed to providing patients with compassionate, relationship-based care. In June of 2016, SMUCLA achieved Magnet® designation, a prestigious award recognizing nursing excellence and quality patient care. Some of the outstanding services and programs found at SMUCLA include:

- The Nethercutt Emergency Center
- The Birthplace comprehensive maternity center
- 16-bed neonatal ICU that received the Guardian of Excellence Award from Press Ganey for achieving at the 95th percentile in patient experience for two consecutive years
- 25-bed unit of UCLA Mattel Children’s Hospital
- UCLA Rape Treatment Center, recognized nationally as a model for treatment of sexually abused adults and children
- 26-bed oncology unit
- 26-bed orthopaedic unit
- 26-bed geriatric unit, designated “Senior Friendly” by the Nurses Improving Care for Healthsystem Elders (NICHE)
- 58 medical-surgical inpatient beds
- 58 critical-care beds, consisting of intermediate and intensive care
- 16 operating rooms and interventional suites
- UCLA medical building that houses additional ambulatory services including a pain management clinic, radiation oncology, eight operating rooms and outpatient diagnostic services

Some additional awards and recognitions UCLA Medical Center, Santa Monica has achieved:

- UCLA Medical Center, Santa Monica has become the only hospital within the UC system to earn a five-star facility award from The Centers for Medicare & Medicaid Services (CMS). Only 7.4 percent of over 4,500 hospitals nation-wide have accomplished this ranking.
- On behalf of Smart Care California, California’s Health and Human Services Agency named UCLA Medical Center, Santa Monica to their C-Section Honor Roll for reducing cesarean births by first-time mothers with low-risk pregnancies to federal target levels.
- UCLA Medical Center, Santa Monica was designated as a Primary Stroke Center in April of 2017 following a successful site visit by the Joint Commission.

About us

David Bailey, MSN, RN, MBA, CCRN, NEA-BC, FACHE
Chief Nursing Officer
UCLA Medical Center, Santa Monica

During the last year, our hospital has made significant strides in several key performance areas and has gained recognition from several external organizations for our achievements. During 2017, we experienced a dramatic decrease in central line bloodstream infections, improved sepsis bundle compliance and improved HCAHPS scores in the discharge domain.

As we approach our second Magnet® anniversary, the strength of our SMUCLA nursing is manifest in several ways. Nursing research continues throughout several units, various conferences have invited our nurses to present their work either through poster or podium presentations and several journals have accepted manuscripts for publication from our nurses.

But the clearest demonstration of our nursing excellence comes every hour of every day when skilled and caring nurses meet the needs of a diverse population of patients in a thoroughly professional manner, and then go beyond duty by demonstrating empathy, compassion and commitment to truly outstanding service.
About Us

Resnick Neuropsychiatric Hospital at UCLA

The Stewart and Lynda Resnick Neuropsychiatric Hospital at UCLA (RNPH) is among the leading centers in the world for comprehensive patient care, research and education in the fields of mental health, developmental disabilities and neurology.

The Resnick Neuropsychiatric Hospital is an independently accredited and licensed hospital located on the fourth floor of Ronald Reagan UCLA Medical Center, with its own entrance and address. The hospital was named in honor of Stewart and Lynda Resnick, whose generous donation through the Resnick Family Foundation supported the construction of the neuropsychiatric hospital.

The Resnick Neuropsychiatric Hospital’s vision is to serve the healthcare needs of the community, its patients and their families through excellence in research, education and the delivery of neuropsychiatric and behavioral health services.

By the Numbers

- Ranked No. 8 in the nation in psychiatry by U.S. News & World Report
- 74 inpatient beds
- Caring for more than 1,750 inpatients per year
- Partial hospitalization and outpatient programs with nearly 18,000 visits annually

Services Provided

Patients of all ages with psychiatric illnesses and developmental disabilities receive innovative treatment and compassionate care. Team members include specialists in psychiatry, neurology, medicine and pediatrics, as well as nursing, psychology, occupational therapy, recreational therapy, speech pathology, social work and special education. Patients and families participate actively in treatment planning, during hospitalization and after discharge.

Treatment is tailored to each age group:

- **The Child and Adolescent Program** provides care for teens and children who require inpatient treatment for a variety of psychiatric disorders.
- **The Adult Inpatient Program** provides psychiatric services in the hospital for the diagnosis and treatment of major psychiatric illnesses.
- **The Geriatric Program** provides comprehensive care for older adults with psychiatric illnesses, in both inpatient and outpatient settings.

Another inpatient, partial hospitalization and outpatient programs include treatments for adult and adolescent eating disorders, obsessive-compulsive disorder, addiction, severe depression, attention deficit hyperactivity disorder and autism.

Patricia S. Matos, DNP, RN, NEA-BC
Chief Nursing Officer
Resnick Neuropsychiatric Hospital at UCLA

This year we have documented our journey to nursing excellence as we applied for Magnet® recognition. Driven by the belief that recovery is possible for everyone experiencing mental illness, and guided by our nursing professional practice model, nurses at RNPH continue to have a major impact on patient care and outcomes.

During our journey, we created a new Professional Governance Model, updated our Professional Practice Model, elevated clinical quality, and improved nurse and patient satisfaction. We have increased the rates of nursing certification and advanced degrees. We have raised funds for community organizations and have partnered with a local school to combat bullying.

Our nurses have been effective transformational leaders who collaborate to improve health and outcomes. I could not be more proud of them and all that they have contributed to excellence at the Resnick Neuropsychiatric Hospital at UCLA.
Ambulatory Care Nursing

The UCLA Department of Ambulatory Care Nursing helps to realize the UCLA Health vision of healing human kind through innovative strategies that enhance the quality of patient care in the ambulatory care clinics. As of January 2017, the Department was composed of 17 health care professionals, including 12 registered nurses.

An ongoing trend in health care is toward delivery in the outpatient setting. Ambulatory health care can decrease costs and make therapies more available to patients, but patient and staff safety can be compromised unless clinics follow proper safety guidelines. Ambulatory clinics are less regulated and less regimented than hospitals, and do not have access to the wide range of safety experts available in the hospital setting. As health care systems merge with physician practice groups, organizations must develop ways to ensure patient safety across an ever-expanding geographic territory.

UCLA Health includes more than 200 ambulatory care practices throughout Los Angeles, Ventura and Orange Counties that provide primary care and a broad range of specialty care services. UCLA Health ambulatory clinics record more than three million patient visits annually. UCLA Health’s Ambulatory Care Nursing Department offers expert nursing clinical support to the physicians, administrative leaders, registered nurses, licensed vocational nurses, and medical assistants who work in the ambulatory clinics.

The work of our ambulatory care nursing team has elevated care delivery and improved the environment of care in multiple clinics. The team has established a standardized clinical operational dashboard of quality and safety metrics to guide clinical practice, as well as an intranet website to enhance communication across ambulatory practices. Examples of the work of the Ambulatory Care Nursing Department include the following:

- Education and monitoring for standardization of patient safety requirements, including hand hygiene and injection techniques and safety
- Medication management, including safe storage, administration, disposal and documentation
- Medical device reprocessing expertise to ensure standardization of cleaning processes and products
- Patient safety education and activation, including active surveillance of safety events, follow up and investigation

The team continues to be recognized for their innovative practices and successes at multiple national forums including the American Organization of Nurse Executives Annual Conference, the ANCC National Magnet® Conference, the American Academy of Ambulatory Care Nurses Annual Conference, the Association for Professionals in Infection Prevention Annual Conference and the Annual Epic User Group Meeting.

The work of the ambulatory nursing team is unlike the traditional role of nurses in the inpatient hospital setting. These efforts require a creative approach to problem-solving and unique application of standards of practice. The individual and collective innovation of the ambulatory care nursing team ensures that the mission of the organization is fulfilled in the distant operations of the health network.

Quanna Batiste, DNP, HCSM, RN, NEA-BC, FABC
Chief Nursing Officer
Ambulatory Care Nursing

In today’s health care environment, most people receive their routine care in ambulatory care clinics. The expansion of outpatient care services has led to the growth of UCLA Health ambulatory practices and makes the role of a nurse in ambulatory care even more important. Our nurses and medical assistants provide exceptional patient care and assist physicians in the clinics; they also guide our patients throughout their experience, ensuring they receive outstanding service in every location bearing the UCLA Health name.

As nurses, we are committed to protecting, promoting and improving health and we serve our patients in a wide range of roles and work settings. Nurses in ambulatory care must possess strong clinical, educational and advocacy skills and demonstrate the ability to manage care in complex organizational systems. I want to personally thank my staff for all they do to keep our patients safe. Through innovative approaches to their practice, they inspire all of us and positively influence the lives of patients they encounter every day.
Every Day, We Strive for Greatness

At UCLA Health, we are not simply meeting standards in nursing, we are setting them. Once you enter a UCLA hospital, you will experience firsthand the spirit of perfection that drives us. Executive leadership is committed to employing the “best people” through recruitment, professional development, and performance outcomes.

Our strong nursing practice is based on providing structural empowerment for nursing, such as patient-centered care, shared decision-making, autonomy, and clinical competency. Outcomes are carefully measured and benchmarked and provide a rich opportunity to acknowledge the impact that nursing has on patient care, the work environment, and the community. It is how we continually maintain our reputation as one of the most demanding – and successful – health systems in the country.

The UCLA Health and Nursing mission, vision, values and CICARE guide nursing practice and our interactions with everyone we encounter.

UCLA Health Mission: Deliver leading edge patient care, education and research

UCLA Health Nursing Mission: Deliver leading-edge patient care through professional nursing practice, education and research

UCLA Health Vision: Heal humankind one patient at a time through improving health, alleviating suffering and delivering acts of kindness

UCLA Health Values: Compassion, respect, excellence, discovery and innovation, integrity, teamwork and service

CICARE: An evidence-based program that creates a standard process for interactions with patients, families, and colleagues. All UCLA Health employees are expected to make connections by practicing each of the six steps of CICARE with everyone on every encounter.

Connect with Compassion
Introduce yourself with Integrity
Communicate with Teamwork
Ask with Discovery
Respond with Respect
Exit with Excellence

UCLA Health Nursing Professional Practice Models

The UCLA Health Nursing Professional Practice Model for Ronald Reagan UCLA Medical Center, UCLA Medical Center, Santa Monica and UCLA Health Ambulatory Nursing places the patient, family and community at the center of nursing practice. In delivering excellent nursing care, we embrace the UCLA Health mission, vision and values; engage in relationship-based care; act in accordance with regulations and standards for top-of-license practice; and fully realize our roles as decision-makers, leaders, scientists, practitioners and transferors of knowledge. UCLA nurses accept responsibility and accountability for continuously improving care and outcomes to achieve our strategic vision.
Nursing at UCLA Health

The Resnick Neuropsychiatric Hospital at UCLA Professional Practice Model (PPM) also places patients, family, community and colleagues at the center of all care and incorporates our mission, vision and values. The PPM includes three pillars. The right pillar embodies the principles of mental health recovery. The left pillar represents the relationship-based care model (RBC), which is our care delivery model that focuses on establishing and maintaining therapeutic relationships. The center pillar represents the professional role and areas of nursing authority and responsibility and includes the psychiatric mental health nursing scope and standards of care, the California Nurse Practice Act and ANA code of ethics.

Our Commitment to Nursing Excellence

UCLA Health Nursing is committed to exemplary nursing practice and to cultivating nursing excellence through education and research. Consistent with this pursuit of excellence is our quest for Magnet® designation for all UCLA Health entities. Magnet® designation is not a prize or an award; it is a credential of recognition for nursing excellence conferred by the American Nurses Credentialing Center (ANCC). The components of the ANCC Magnet® model provide a framework for achieving and sustaining extraordinary care.

In alignment with the Magnet® model, UCLA Health nurses are transformational leaders who embrace a shared vision for nursing excellence throughout the organization. We advocate and lead change. Nurses are empowered through established structures and processes to achieve higher levels of professional development, participate in decision-making, teach and develop others and contribute to the community. Our exemplary professional practice, as supported by our professional practice model, is designed to produce excellent patient outcomes. We strive for safe, healthy practice environments and interprofessional collaboration as we embrace our relationships with colleagues. We use data and evidence to drive decision-making and improve outcomes. As scientists, we adopt, adapt and contribute to knowledge and innovation to improve care and service. Using the Magnet® framework as a roadmap has enabled UCLA Health nurses to lead and partner in improving quality, patient safety, and organizational performance.

The UCLA Health hospitals designated by the ANCC Magnet® Recognition Program are among an elite group of organizations worldwide. There are only 419 Magnet® organizations in the world. In the U.S. only 9 percent of hospitals and healthcare organizations have achieved this credential for nursing excellence. Ronald Reagan UCLA Medical Center initially achieved Magnet® designation in 2005 and will seek a fourth designation in 2019. UCLA Medical Center, Santa Monica achieved initial Magnet® designation in 2016 and will pursue a second designation in 2020. The Resnick Neuropsychiatric Hospital at UCLA is seeking initial Magnet® designation in 2018. UCLA Health Ambulatory Nursing will seek initial Magnet® designation in 2021.
Department of Nursing Demographics

Our dynamic Nursing Department is composed of more than 5,700 employees who support the hospital and the health system’s mission in a wide range of roles. Registered nurses constitute the largest sub-group within the department at 64 percent, followed by administrative care partners and clinical care partners at 15 percent. The graph below provides a breakdown of the various roles and levels of leadership.

- 63.67% Registered Nurse
- 2.26% LVN
- 14.93% ACP/CCP
- 2.12% Technician
- 3.43% Leadership
- 11.01% Administrative Support
- 0.43% Clinical Nurse Specialist
- 2.15% Nurse Practitioner
Transformational Leadership

Every nurse is a leader at UCLA, whether in a clinical or an administrative role. Guided by the transformational leadership of our Chief Nursing Executive and Chief Nursing Officers, and compelled by the vision to heal humankind, our nurses are empowered to cultivate a strong professional practice through strategic planning, advocacy and influence. UCLA nurses are visionary and strategic thinkers who transform our hospitals and health system to meet future demands. They use their professional knowledge to identify opportunities and implement measures to achieve clinical excellence at the bedside and in other care settings.
Transformational Leadership

Transformational Leadership at Ronald Reagan UCLA Medical Center

NICHE Program

Nurses Improving Care for Healthsystem Elders (NICHE) is a national, nurse-driven program that helps hospitals and health care organizations improve the care of older adult patients. Cathy Ward, PhD, RN, NEA-BC and Renee Appleby, MSN, RN, NE-BC recognized that although RRUCLA does not have a geriatric unit, adults 65 years or older account for 64 percent of patients across all units and the number is increasing every year. In order to align nursing practice with the mission of UCLA Health “to deliver leading-edge patient care, research and education,” RRUCLA achieved designation as a NICHE Hospital with the support of nursing leadership.

The foundation of NICHE hospitals is the development and support of the geriatric resource nurse (GRN). The goal of the GRN model is to improve geriatric knowledge and expertise essential to implementing system-wide improvement in the care of older adults. GRNs function in all types of units that have older adults, including medical-surgical units, specialty units and critical care areas.

In September 2016, RRUCLA nurses completed the Geriatric Institutional Assessment Profile (GIAP), a self-reported benchmarking survey used to evaluate the nursing practice environment. The GIAP measured staff knowledge and attitudes specific to the care of hospitalized older adults. The most pressing issues identified included: staff knowledge of delirium and dementia, availability of geriatric resources, adequate time for care and communication issues.

In order to address issues identified in the survey, the NICHE Coordinators hosted a series of geriatric expert speakers and held quarterly meetings with unit-specific NICHE Champions to improve the nursing practice environment and geriatric patient outcomes. The goal is to prepare a group of nurses to function as clinical resources on geriatric issues for other nurses on their unit and to disseminate best practices in geriatric care.

Two trial programs are applying GRN concepts to improve patient care and outcomes for older adults. The Systems Addressing Frail Elders (SAFE) Care Collaborative aims to address polypharmacy and inappropriate medication use, prevent delirium and coordinate care for these patients. The collaborative promotes early identification and an interdisciplinary team approach to address the needs of frail elders. Nurse-led rounds allow the interdisciplinary team to consult on the medical and psychosocial needs of older adults.

The Sepsis Screen for Older Adult Initiative incorporates physiological education from NICHE to decrease sepsis mortality. Since February 2017, the cardiothoracic telemetry unit’s sepsis mortality rate based on discharge has ranged from 3.6 percent to 8.9 percent, while the national sepsis mortality rate is 50 to 60 percent.

UCLA Medical Center, Santa Monica has also achieved designation as a NICHE hospital.
Transformational Leadership at UCLA Medical Center, Santa Monica

Sepsis Nurse Role

Patient safety is a top priority at UCLA Medical Center, Santa Monica, and among our leading safety goals was to increase compliance on the nurse-driven sepsis protocol. The early identification of sepsis is linked to better patient outcomes because of prompt implementation of the sepsis bundle.

When Chief Nursing Officer David Bailey, MSN, RN, MBA, CCRN, NEA-BC, FACHE, reviewed compliance rates of implementing the nurse-driven protocol, he recognized that there was room for improvement. Nurses were not familiar with how to properly screen their patients and implement bundle elements as needed, contributing to the low bundle compliance. To address this knowledge deficit and increase awareness of the importance of properly screening patients, David established a temporary dedicated sepsis nurse position to specifically focus on the sepsis initiative.

Danielle Park, BSN, RN, CCRN, an ICU nurse at UCLA Medical Center, Santa Monica, became the first sepsis nurse in February 2017, serving as a hospital-wide resource. Nurses were able to request her assistance in completing elements of a “code sepsis” and utilize her knowledge to properly screen their patients for sepsis. Danielle’s schedule covered the numerous shifts and varied by need each month so all SMUCLA nurses could benefit from her expertise.

The implementation of the sepsis nurse role proved to be tremendously successful, with the bundle compliance increasing from 34 percent to 60 percent within the first two quarters.

Transformational Leadership at Resnick Neuropsychiatric Hospital at UCLA

Patient Safety and New Bed Technology

When Alicia A. McCullough, MS, APRN-BC, nurse manager of 4 North - Medical Psychiatry, and her team noticed an increase in the number of falls in the adult and geriatric patient unit, Alicia led an effort to identify factors contributing to patient falls and take action to decrease the number of falls.

Alicia worked with the Fall Prevention Committee – clinical nurses Stella Nazarpour, BSN, RN, Grace Florentin, BSN, RN-BC, Iris Mayoral, BSN, RN, Lisette Espana, MSN, RN-BC, Eleanor Tomas, BSN, RN-BC, Emma Rimular, BSN, RN, and Eloisa Hernaez, BSN, RN. After evaluating fall data, they concluded that a major contributing factor to patient falls was patients’ ability to disable their bed alarms, which serve to alert nurses when high-fall-risk patients get out of bed on their own.

Alicia then met with a vendor who recommended psychiatric-specific beds that employ a lockout feature that prevents patients from disabling their bed alarms, along with a nightlight that automatically turns on when patients get out of their beds. The specialty beds were piloted and, with nurses’ positive feedback and the support of Chief Nursing Officer Pat Matos, DNP, RN, NEA-BC, the new beds were purchased and installed on 4 North in June 2017.

As a result of this initiative, 4 North has had no bed-related patient fall incidents in the months following the implementation.
Transformational Leadership in Ambulatory Care Nursing

High Level Disinfection and Sterilization (HLDS) Project

The Ambulatory Nursing Department plays an active role in preventing healthcare-associated infection (HAI) outbreaks caused by contaminated devices. In 2017, ambulatory nursing staff continued the work of promoting safe instrument processing practices in UCLA Health outpatient clinics. This ongoing project included:

- **Inventory**: Determine which UCLA Health practices utilize reusable devices, and how and where these devices are disinfected or sterilized (e.g., onsite, in a reprocessing facility, etc.)
- **Assessment**: Evaluate each clinic’s physical layout and the disinfection/sterilization workflow
- **Recommendation**: Develop action plans to improve current practices
- **Training**: Educate clinical staff on appropriate sterilization/disinfection techniques
- **Sustainability**: Follow up to ensure that appropriate workflows and processes continue to be followed

HLDS project personnel conducted 99 clinic visits (including follow-up visits), developed 61 action plans and trained 372 staff members.

The regulatory materials (policies, recommendations and best practice resources) were assembled into the HLDS Tool Kit, which in 2017 was professionally edited, updated and prepared for publication.

The HLDS project helps prevent the spread of infectious diseases and improves patient care safety where reusable medical devices are employed.

In June 2017, HLDS project results were presented at the APIC conference in Portland, Oregon. The poster presentation was very well received and UCLA ambulatory nursing efforts were highly praised by health care professionals from other institutions and regulatory agencies.
Exemplary Professional Practice

UCLA nurses deliver exemplary nursing care to our patients, their families and the community. Our professional practice model is built around this focus and illustrates how nurses live the mission, vision and values of the organization, as well as national professional standards in their practice. A strong foundation in relationship-based care delivery enables UCLA nurses to form essential therapeutic relationships with patients and families, and strong team relationships with colleagues. UCLA nurses practice the art and science of nursing in fulfilling the roles of practitioner, leader, scientist and transferor of knowledge to continuously improve the practice environment, the health care system and outcomes for individual patients.
Exemplary Professional Practice at Ronald Reagan UCLA Medical Center

ABCDEF Bundle Improvement Collaborative

From January 2016 to April 2017, the Cardio-Thoracic Intensive Care Unit (CTICU) at RRUCLA participated in the ABCDEF Bundle quality improvement initiative to reduce ICU length of stay and hours on mechanical ventilation, and improve early mobilization and team communication and interaction. The bundle is part of the Society of Critical Care Medicine’s ICU Liberation Initiative. The evidence-based ABCDEF care bundle elements individually and collectively help to reduce delirium, improve pain management and enhance overall outcomes for adult ICU patients.

The bundle consists of:

A: Assess, prevent and manage pain
B: Both Spontaneous Awakening Trials (SAT) and Spontaneous Breathing Trials (SBT)
C: Choice of analgesia and sedation
D: Delirium: assess, prevent and manage
E: Early mobility and exercise
F: Family engagement and empowerment

The inter-professional team of CTICU physicians, nurse practitioners, perfusionists, registered nurses, physical therapists and respiratory therapists performed a gap analysis of current practices in the CTICU. As a result, they collectively implemented pain, delirium and safety assessments and interventions. Interventions included Urban Zen rounds, alternative pain medication regimens, early mobilization of ventilated patients and patients on ECMO or ventricular assist devices (VADs), quiet hours, patio privileges, and standing bed trials. Additionally, the team focused on building caring relationships with their patients through getting-to-know-you stands and family-engagement menus.

In April 2017, the Society of Critical Care Medicine awarded RRUCLA CTICU two performance awards: Overall ABCDEF Bundle Compliance/Performance in the West Coast Region as well as Top Team Performance for “E” Early Mobility. At the 16th Annual Research and Evidence-Based Practice Conference in October 2017, UCLA nurses delivered a podium presentation on “The Interdisciplinary Process of Implementing the ABCDEF Bundle in a Surgical ICU.” At the same conference, the poster presentation “Early Ambulation of Patients on Extracorporeal Membrane Oxygenator (ECMO)” won the Evidence-Based Practice award.
Exemplary Professional Practice at UCLA Medical Center, Santa Monica

CLABSI Prevention

In January of 2017, the number of CLABSI (central line-associated bloodstream infection) events at UCLA Medical Center, Santa Monica (SMUCLA) exceeded the national average. The Infection Prevention subgroup of the Exemplary Professional Practice Council took note of this area of opportunity and decided to focus their efforts on reducing the number of CLABSI events.

The subgroup, consisting of nurses, infection preventionists and nursing leadership mentors, began auditing each of the inpatient units. Audits included monitoring proper aseptic technique with dressing changes and when accessing the central line, proper hand hygiene and utilization of Curos caps on each of the ports for patients with central lines. The nurses performing these audits took advantage of one-on-one educational opportunities to reinforce the importance of adhering to our infection prevention policies and central line care.

In addition to the audits, a CLABSI taskforce was created at SMUCLA. The taskforce consisted of Daniel Z. Uslan, MD, and the Infection Prevention team, unit leadership from 4SW oncology and 4CW intensive care, as well as Chief Nursing Officer David Bailey. The inter-professional group’s collaboration led to the creation of a standard checklist for dialysis nurses to follow and incorporated updates to the checklist outlining central line care for staff nurses.

The group also implemented a policy for charge nurses to review all central lines on their units each shift to ensure integrity of dressings and timely change. After focusing on this area of opportunity, CLABSI events dropped from seven in January to only one in December. The group will now focus on sustaining these efforts and outcomes while continuing to provide excellent, patient-centered care.
Exemplary Professional Practice at Resnick Neuropsychiatric Hospital at UCLA

Creating a Sensory Garden: Improving Mood and Anxiety

Patients in the 4 East Adult Psychiatry Unit at RNPH pointed out the lack of structured therapeutic groups, especially during “deck time,” as the deck had only limited scenery and visual stimulation.

A multidisciplinary gardening sub-committee led by Susan Rappaport, MSN, RN, PMHCNS-BC, NE-BC, 4 East’s unit manager, was formed and consisted of Era Hawk, RN-BC, Aimee Levine-Dickman, OTR/L, and Anna Kurtz, MSW, LCSW. They proposed the creation of a sensory garden therapeutic group where patients and staff would plant the garden and care for the plants in weekly groups focusing on the use of the five senses to help with emotional regulation, organization of behavior and functional improvement to promote recovery.

The Recovery Model and the Sensory Modulation Framework influenced the project design to provide patients with opportunities for renewing hope, feeling supported by others, assuming control and engaging in meaningful and enjoyable activities. With the support of RNPH nurse leaders, the team planned the garden and purchased the plants and gardening supplies.

Patients and staff collaborated to plant herbs, flowers and succulents to create a beautiful, therapeutic sensory garden.
Exemplary Professional Practice in Ambulatory Care Nursing

RN Practice Coordinator Role

Ambulatory care providers in non-hospital based clinics are frequently supported by medical assistants or licensed vocational nurses, not registered nurses. Chief Nursing Officer Quanna Batiste, DNP, HCSM, RN, NEA-BC, FABC demonstrated to UCLA Health leadership the importance of nursing oversight in ambulatory care practices, which led to the creation of the RN Practice Coordinator (RNPC) position. In 2014, the first two RNPCs were hired and assigned eight to ten clinics each. The RNPCs ensure a higher level of clinical staff competence and serve as clinical resources for the non-clinical practice managers tasked with the daily operations of the ambulatory practices.

Though the RNPCs do not have direct-line supervisory authority, they improve patient care through competency training and validation and by conducting monthly patient safety audits in their clinics. The patient care improvements in clinics with RNPC support were so impressive that other clinics, practices, departments and divisions requested similar services. In 2017, the Ambulatory Care Nursing Department employed six RNPCs to provide training, competency validation, clinic workflow assessment and regulatory support to more than 200 UCLA Health ambulatory care practices.

| Monthly patient safety rounds | Number of visits: 702 |
| Competency training and validation | Number of sessions: 873  Number of people: 2,184 |
| Orientation and training events (skills fairs, workshops, AED onsite training) | Number of events: 95  Number of people: 1,029 |
New Knowledge, Innovations & Improvements

At UCLA, a thirst for new scientific knowledge to guide nursing practice is part of our identity. We believe that clinical and leadership practice should be informed by current evidence and tailored to meet the needs of those we serve. UCLA nurses are challenged to seek and adopt evidence-based best practice, innovate to improve care, share their ideas and learn from their experiences. We have established structures and processes to support research development, utilization, education and dissemination, and created an environment that embraces a healthy spirit of inquiry and creativity as we build and apply the science for healing humankind.
Research

Research is one of UCLA’s most powerful tools for advancing the science of nursing and improving the quality of patient care. Nurses are involved in many aspects of research and evidence-based practice. They design and conduct research, serve as recruiters and data collectors, and execute study protocols. Nurses are encouraged to share their findings, innovations and best practices on the local, regional, national and international stage.

Research Study: “Studying Nurses’ Experiences with Meaning and Joy in their Practice”

Health care transformation is guided by the triple aim of improving health, enhancing the patient experience and reducing costs. Experts have recommended the addition of a fourth aim, improving the experience of providing care. They advise that achievement of the triple aim will be possible only if we create the conditions where health care workers can find meaning and joy in their work.

Nurses’ experiences with meaning and joy in their practice have not been well described. In an effort to fill this knowledge gap, Lee Galuska, PhD, RN, NE-BC, Executive Director of the UCLA Health Center for Nursing Excellence along with co-investigators, conducted a qualitative study asking nurses to share their experiences with meaning and joy in nursing practice. The study utilized a narrative inquiry approach with a lens of appreciation to elicit and interpret nurses’ stories.

The stories, recorded and archived in StoryCorps®, provided rich insight into meaning and joy in nursing practice. The study captured contemporary themes that crossed practice settings and generations throughout the United States.

Four themes emerged from the analysis: fulfilling purpose — “I am a nurse,” meaningful connection, impact — the wow factor and the practice environment. The practice environment theme included three subthemes: teams work, leaders model the way and opportunities to learn and grow. The themes are described and illustrated with participant quotes.

The study findings build on published evidence related to meaning in nursing practice and our conceptual understanding of joy. Results align with recommendations for defining and focusing on the fourth aim: to improve the practice experiences of nurses so they can more fully contribute to achieving both the triple aim in healthcare and their own well-being.

UCLA Research and Evidence-Based Practice Conference

UCLA Health’s Research and Evidence-Based Practice Conference was created to help nurses, educators and clinical and administrative leaders infuse the latest evidence into their current practice and to provide opportunities for education and networking. The 16th-annual conference was held in October 2017 at the Meyer and Renee Luskin Conference Center at UCLA.
2017 Presentations, Publications and Awards

Selected Presentations:

Ashley Abuel, BSN, RN; Kristen Ethridge, MSN, RN, CPNP; Nancy Halnon, MD; Gary Satou, MD; Mark Sklansky, MD.

Educating the Front Line: Efforts to Improve Prenatal Detection of Congenital Heart Disease. National Pediatric Cardiology Quality Improvement Collaborative Fall 2017 Learning Session. Chicago, IL. 10/22/2017. (Podium)

Salpy Akaragian, PhD, MN, RN-BC.


Laura Alfonso, BSN, RN, OCN; Allegra Bell, BSN, RN, OCN; Rebecca Hoh, BSN, RN, OCN, CHPN; Patricia Jakel, MSN, RN, CNS, BC, AOCN; Dallas Lawry, BSN, RN, OCN; Jaci Mastrandrea, BSN, RN, OCN; María Quirch, BSN, RN, OCN; Romina Sequeira, BSN, RN; Yesenia Valle, BSN, RN, OCN; Coleen Wilson, MSN, RN.

First in Hope, First in Care, Third in Rapid Responses. Oncology Nursing Society Congress. Denver, CO. 5/4/2017. (Poster)

Pamela Baldivia, DNP, FNP-BC; Alissa Lund, RN; Elizabeth Marcus, MD; Laurie Reyen, RN; Jorge Vargas, MD; Robert Venick, MD; Laura Wozniak, MD.

Central Venous Catheter Repair is Highly Successful in Children with Intestinal Failure. 9th International Pediatric Intestinal Failure and Rehabilitation Symposium. Los Angeles, CA. 10/28/2016. (Poster)

Gilbert Barco, BSN, RN, CCRN; Julie Hoang, BSN, RN, CCRN; Yumiko Mitchell, BSN, RN, CCRN; Lindsay Brant, BSN, RN, CCRN; Pamela Tiblier, BSN, RN; Betty Rodman, BSN, RN, CCRN.

Pain management with Urban Zen Integrative Therapy in CT ICU. 26th Annual Academy of Medical-Surgical Nurses Convention. Palm Springs, CA. 10/12/2017-10/15/2017. (Poster)

Meg Furukawa, MN, RN-BC.


Marylou Hands, BSN, RN.


Kara Dawn Holland, MSN, RN, CNL; Payl Bhakta, BSN, RN; Lolita Kazaryants, BSN, RN; Angela Shim, BSN, RN.


Patricia Jakel, MN, RN, AOCN; Liz Stokes, JD, RN.


Norma D. McNair, PhD, RN, ACNS-BC, FAHA; Cait Walsh, MSN, RN.

Beyond the Bundle: Innovations in Fall Prevention. Academy of Medical-Surgical Nurses. Palm Springs, CA. 10/12/2017. (Podium)

Selected Grants / Funding Awards:

Sandra Dewar, MSN, RN, FAES.


Norma McNair, PhD, RN; Raquel Branom, DNP, RN; Rebecca Lash, PhD, RN; Betty Lee, MSN, RN; Grettel Vitale, MSN, RN.

Improving Patient Outcomes through Medical-Surgical Nursing Certification. Academy of Medical-Surgical Nursing Research Grant. Academy of Medical-Surgical Nursing Certification Board.
New Knowledge, Innovations and Improvements

**Selected Publications:**

Cristin Grant, DNP, MSN, ACNP-BC.


Stephanie Jackson, MSN, RN, AOCNS, BMTCN.

*Revolutionizing Oncology with CAR T-Cell Therapy. Oncology Nursing News.*

Patricia Jakel, MN, RN, AOCN.

*Immunotherapies is Rapidly Changing Nursing Practice. Oncology Nursing News.*

Betty Lee, MN, RN, CNS, CMSRN; Kristian Del Rosario, BSN, RN-BC; Cecily Byron-Ivamah, MSN, RN-BC, CNML.

*Incorporating Relationship-Based Care into a Nurse Education Program for Managing Disruptive Patient Behaviors. Clinical Nurse Specialist.*

Kenneth M. Miller, MSN, RN, CCRN.

*Nursing Orientation and Simulation: Creating an Engaging Experience. Simulation in Healthcare.*

Julie Marie Sorg, MSN, RN; Marmar Vaseghi, MD, PhD; Parag Barwad, MD, DM; Federico J. Malavassi Corrales, MD; Harikrishna Tandri, MD, MBBS; Nilesh Mathur, MD; Rushil Shah, MBBS; Jean Gima, MSN, RN, NP; Kaushik Mandal, MD, MBBS; Luis C. Saenz Morales, MD; Yash Lokhandwala, MD, DM; and Kalyanam Shivkumar, MD, PhD.

*Cardiac Sympathetic Denervation for Refractory Ventricular Arrhythmias. Journal of the American College of Cardiology.*

**Selected Awards & Recognition:**

Brenda Hardin-Wike, RN, MSN, CNS, CCRN; Katrine Murray, RN, BSN, CCRN; Jonathan Apolinario, RN, BSN, CCRN; Christina Choi, RN, BSN, CCRN; Jasmine Henderson, RN, BSN; Taline Marcarian, RN, PhD, CCRN-CSC; Joe Meltzer, MD; Sheila Shirazi, PT; Armen Zakaryan, RRT.

*Top Team Performance Award (West Coast Region): Overall ABCDEF Bundle Compliance/Performance. The Society of Critical Care Medicine ICU Liberation ABCDEF Collaborative Award.*

Brenda Hardin-Wike, RN, MSN, CNS, CCRN; Katrine Murray, RN, BSN, CCRN; Jonathan Apolinario, RN, BSN, CCRN; Christina Choi, RN, BSN, CCRN; Jasmine Henderson, RN, BSN; Taline Marcarian, RN, PhD, CCRN-CSC; Dr. Joe Meltzer, MD; Sheila Shirazi, PT; Armen Zakaryan, RRT.

*Top Team Performance: “E” Bundle Element. The Society of Critical Care Medicine ICU Liberation ABCDEF Collaborative Award.*

Patricia Jakel, MN, RN, AOCN.

*When the Oncology Nurse becomes the Oncology Patient! The Terror of the Cancer Diagnosis. Mara Mogensen Flaherty Memorial Lectureship, Oncology Nursing Foundation.*

Sangyoung Yu-Choi, MSN, RN, PCCN.

*Certificate of Excellence in recognition for First Place Poster Winner. Association for Nursing Professional Development.*
Structural Empowerment

At UCLA, we cultivate excellence in nursing practice and patient care. Nurses have the opportunity to learn, grow and contribute in ways that are meaningful to them and to the patients and families we serve. We foster lifelong learning and professional growth from entry to practice through academic progression and professional certification. Nurses are engaged as active partners in decision-making within the organization and beyond, and their voices are valued and respected for the expertise they contribute to outstanding patient care.
Structural Empowerment at Ronald Reagan UCLA Medical Center

Painted Turtle Camp Volunteers

All children need and deserve the chance to be kids. At the Painted Turtle camp, children with serious medical conditions have the opportunity to experience the joys of childhood in a safe environment tailored to their unique needs. Staffed in part by volunteers from Ronald Reagan UCLA Medical Center, 2,863 children with over 90 medical conditions participated in the Painted Turtle camp experience in 2017.

Children with conditions such as paraplegia, cerebral palsy and kidney and liver disease, along with organ transplant recipients and those with TPN dependency, were able to experience the laughter, friendship and personal growth found at camp.

Volunteers are an integral part of the program as campers at the Painted Turtle participate free of charge. In 2017, 13 UCLA nurses volunteered to offer these children and their families necessary medical support. Pediatric nurses Katarzyna Stasziewicz, BSN, RN, Maggie Bustamante, BSN, RN-BC, Rhyan Shy, BSN, RN, and Estella Villegas, BSN, RN, CCRN, – as well as liver transplant coordinator, Greg Dunkel, BSN, RN, and TPN CNS, Laurie Reyen, MSN, RN, CNSC – volunteered at the gastrointestinal/TPN dependency session. As volunteers, these nurses managed medications, provided central line care, administered TPN and attended to each camper’s unique needs.

In addition to providing necessary medical support, these nurse volunteers interacted and played with the campers, participated in camp activities and allowed the campers and their families to learn, grow and experience normal childhood activities. As life-changing as this experience can be for the campers, volunteers at the Painted Turtle return home renewed and rejuvenated, talking about the children they met, the things they did and the fun they had together at camp!
Structural Empowerment
at UCLA Medical Center,
Santa Monica

Structural Empowerment and Palliative Care: a Collaborative Approach to Homeless Outreach

Two outreach programs with diverse goals are joining forces to extend their outreach efforts to the vulnerable homeless population of Santa Monica and Venice.

The Homeless Advance Care Planning Project, founded in 2014 by SMUCLA palliative care clinical nurse specialist Jeannie Meyer, MSN, RN, CCRN-K, CCNS, PCCN, ACHPN, and supported by a small gift fund from the Coalition for Compassionate Care of California, helps this vulnerable and often chronically-ill population complete advance health care directives. The team goes to St. Robert’s Food Bank in Venice each month to provide advance health care directives and other healthcare information and resources to homeless clients. Team members also offer classes to interested providers and volunteers on how to engage their clients in advance care planning discussions. To date, the team has distributed more than 260 advance directives. Their work has been shared locally and nationally in conferences and publications.

Nurses on UCLA’s Structural Empowerment Council have formed a partnership with The People Concern, a nonprofit organization that offers services to the homeless community. They have developed and hosted monthly workshops at Turning Point, one of The People Concern’s transitional housing facilities. UCLA nurses present on topics relevant to the population’s needs. Workshop topics include nutrition, skin care, exercise and heart health, and are led by Jeannie.

Together, the Structural Empowerment Council and the Homeless Advance Care Planning project team hope to expand their outreach efforts and meet the needs of a wider population of homeless clients.
Structural Empowerment

at Resnick Neuropsychiatric Hospital at UCLA

Community Partnership Aimed at Bullying Awareness and Prevention

Bullying has become so prevalent that studies have found that as many as 160,000 students in the United States skip school just to avoid being bullied. Despite the rise in anti-bullying campaigns, children admitted to psychiatric units continue to list bullying as a contributing factor to their current mental state. These children are more likely to develop physical, psychosocial and psychiatric problems associated with exposure to bullying and are at higher risk for committing suicide.

Leilanie Ayala, MSN, RN, PMHCNS-BC, PMHNP-BC, worked with the Resnick Neuropsychiatric Hospital Nursing Global Health and Community Outreach Committee to establish a partnership with the Compton Unified School District to launch a community education bullying awareness program at Emerson Elementary School to help prevent bullying and its negative effects.

The project included bullying awareness education for community stakeholders, including school administrators, school personnel, support staff, parents, and teachers. Sixth grade students participated in bullying awareness education, learning about the short- and long-term effects of bullying through group sharing, games and role-playing.

The students and faculty have expressed appreciation for the training this partnership program provided and based on its success, made plans to expand the education to additional classes.
Structural Empowerment in Ambulatory Care Nursing

Taste of Soul Community Event

The nursing profession attracts individuals with compassion and a desire to help others. Interacting with people and offering help is important for nurses; it is therefore natural for the Department of Ambulatory Care Nursing to lead organizational efforts in community outreach. In 2016 and 2017, the department organized UCLA nurse participation in the Taste of Soul family festival, the largest one-day community festival in Los Angeles.

The UCLA booth offered health screenings (blood pressure, glucose check and cholesterol check) as well as information on personal health awareness topics, including medication education, nutrition recommendations and advance directives. Our community outreach extended to more than 2,000 people as our 47 volunteers performed over 1,000 tests and distributed 300 copies of advance directives.

Participation in community events outside the traditional workplace empowers UCLA nurses to contribute further to our neighbors’ health and creates opportunities for individual and collective spiritual growth.
Nurse Recognition

Nursing Awards and Recognition is an important part of professional development. As our nurses strive to excel in their profession, we want to acknowledge and celebrate their achievements along the way.

Support Through Appreciation and Recognition (STAR) allows our Professional Development Council team to say “Thank You” to our UCLA nurses for delivering world-class care to their patients every day.

Certified Nurses Day, Daisy Awards, and Nurses Week present opportunities to work across UCLA Health to provide meaningful and fun STAR experiences for our staff. These recognition events enable us to show that we value our nurses, who work tirelessly to deliver acts of kindness and alleviate suffering every day. During Nurses Week, we offer the nursing staff Urban Zen and chair massages to express our gratitude. Feeling appreciated is known to contribute to a sense of well-being, and we try to recognize the extraordinary contributions of our nursing staff who do so much for our patients and for our organization every day.

Nurses Week celebrations include nursing awards and Daisy ceremonies, nursing staff breakfast, night shift staff pizza party, wellness activities and the inter-faith Blessing of the Hands for all staff.
Certification

Nurses from all specialties and areas within UCLA Health are encouraged by their leaders and peers to obtain certification in accordance with UCLA Health Nursing Professional Practice Models. Specialty certification helps nurses validate their role as expert practitioners within their fields. It also builds their confidence as decision-makers and scientists with the knowledge and skill to provide exemplary evidence-based professional nursing care.

Kudos to all the nurses who took the next step in their career and became specialty certified in 2017!
Education / Degrees

UCLA Health nurses recognize that advances in science and increasing patient complexity have accelerated the need for nurses with a higher level of formal education. Nurses must possess both the clinical knowledge and the leadership skills to manage the increasingly challenging and diverse patient populations at UCLA Health. They must have an understanding of the ways in which the healthcare system is rapidly changing and must be prepared to lead as well as partner in the process of transforming healthcare. UCLA is committed to assisting nurses in attaining advanced education and we are proud to say that more than 80% of our nurses have attained a baccalaureate or higher degree.

### UCLA Health CY17 RN Degrees

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<tr>
<th>Degree</th>
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<td>Associate of Science in Nursing</td>
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Empirical Outcomes

UCLA Health nurses make significant contributions to patient and organizational outcomes. In their roles as leaders and partners in improvement initiatives, nurses use the latest evidence-based best practices to guide their decision-making. They challenge themselves to assess the impact of their practice on their patients, colleagues, the profession and the organization. At UCLA Health, we monitor our impact on nurse-sensitive indicators such as infections, patient falls and hospital-acquired pressure injuries. We benchmark our performance against our peer organizations across the country. As Magnet® designated organizations, we strive for excellence in quality, safety and patient satisfaction.

We also strive for excellence in nurse satisfaction. Excellence in patient and organizational outcomes is only possible when we create the conditions where nurses can flourish in their professional practice. We pride ourselves on maintaining high levels of nurse satisfaction and engagement. Nursing excellence begins with us.
Nurse Satisfaction

The satisfaction of nurses is a vital component of UCLA Health’s success as an organization. It has been a strategic imperative to provide a well-staffed, safe environment for nurses that promotes a high level of staff engagement, robust educational opportunities, and strong nurse leadership at all levels of the organization. The outcomes of the Press Ganey Nursing Excellence Survey reflect our sustained commitment to nurses and a healthy practice environment. The organization meets the Magnet® standard for outperformance in nurse satisfaction in 6 of 7 categories.

Patient Experience – Nurse Overall Domain

UCLA Health nurses are fully committed to providing patients and their families with the best healthcare experience. To ensure our patients are engaged and satisfied with the care we provide, we ask them to tell us about their experience and the level of their satisfaction with the services provided by our team, including our nurses. This information is used to continually improve the experience of the patients who place their trust in us. In the Press Ganey Nurse Overall Domain, both Ronald Reagan UCLA Medical Center and UCLA Medical Center, Santa Monica outperform the database mean.
Nurse-Sensitive Quality Indicators

UCLA Health has chosen to benchmark our performance against the American Nurses Association (ANA) National Database of Nursing Sensitive Quality Indicators (NDNQI) database national mean for falls, hospital-acquired pressure injuries and central line associated bloodstream infections. We strive to outperform our peer organizations nationally in the majority of units each quarter. The following graphs reflect our performance on these indicators.
A Focus on Well-Being for All

UCLA Health nurses weave a delicate blend of knowledge, compassion and human touch into the care delivered to our patients. Being able to provide high-quality nursing care requires engaging in relationships with patients, families, colleagues and — most importantly — ourselves. This commitment requires an openness that, while rewarding, can be emotionally taxing. It can affect our well-being as well as that of our patients. For these reasons, UCLA Health Nursing is setting our sights on fostering an environment conducive to the health and wellness of patients and staff.

Nurse-patient engagement has been well established as the key to improving the patient experience and clinical outcomes. Authentic engagement requires that both the nurse and patient have the capacity to build their relationship. This can be done only when both are free of distractions such as fatigue, hunger, discomfort, lethargy or the constant hubbub of a busy unit or clinic. UCLA Health Nursing will continue to strengthen our ability to establish healthy relationships with our patients and promote optimal health and well-being for patients and staff alike. One initiative designed to enhance UCLA Health nursing practice is the UCLA staff wellness program, focused on enhancing self-awareness, promoting health and building resilience. Another is our Wellness Bundle, which improves patient engagement in their care planning by putting each patient in an optimal state of health and well-being.

Both the staff wellness program and the Wellness Bundle focus on the fundamentals of caring, which are the building blocks of our profession. Many of the relationship-based actions and interventions designed to enhance a patient’s ability to get well can readily be applied to colleagues, helping nurses to find joy and meaning in their work and their lives.

In addition, we plan to redouble our efforts to provide nurses the opportunity to pursue professional development and enjoy the coaching and mentorship they deserve. This year we will implement our redesigned professional governance model. Nurses will have the opportunity to grow and develop as they engage in shared decision-making to lead change and advance the health and well-being of those we serve.